

**Mekelle University
College of Business and Economics
Department of Management**

**CHALLENGES AND PROSPECTS OF RECRUITMENT AND SELECTION OF
TRAINEES FOR NATIONAL DEFENSE FORCE:
THE CASE OF CENTRAL ZONE OF TIGRAY REGION**

*By
Tsegay Teweldemedhin*

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Principal Advisor- Bihone Kassa (Assistant Professor)
Co-Advisor- Bethelhem Sisay

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DECLARATION

Tsegay Teweldemedhin, hereby declare that the thesis work entitled “*The Effectiveness of Recruitment and Selection of Trainees for National Defense Force – The Case of Central Zone of Tigray Region*” Submitted by me in partial fulfillment of the requirements for the award of the Degree of Master of Business Administration to the College of Business and Economics, Mekelle University, through the Department of Management, is an original work carried out by myself. The matter embodied in this thesis work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

Name of the student: Tsegay Teweldemedhin

Signature: _____

Date: _____

CERTIFICATION

This is to certify that this thesis entitled *“The Effectiveness of Recruitment and Selection of Trainees for National Defense Force – the case of Central Zone of Tigray Region”* submitted in partial fulfillment of the requirements for the award of the degree of MBA to the College of Business and Economics, Mekelle University, through the Department of Management, done by Col. Tsegay Teweldemedhin, Id.No. CBE/PE309/03 is an authentic work carried out by him under my guidance. The matter embodied in this project work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

Name of External examiner Dr Abdurezak

Signature: _____

Date: _____

Name of Internal examiner Tadesse Getacher (Assistant professor)

Signature: _____

Date: _____

Name of Principal Advisor: Bihone Kassa (Assistant Professor)

Signature: _____

Date: _____

Name of Co – Advisor: Bethelihem Sisay

Signature: _____

Date: _____

Place: Mekelle, Ethiopia

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LIST OF ACRONYMS

APFT: Army Physical Fitness Test.

BDU: Battle Dress Uniform.

CEE: Common Entrance Examination.

CMF: Career Management Field.

FDRE: Federal Democratic Republic of Ethiopia.

MOS: Military Occupation Specialists.

PFT: Physical Fitness Test.

SF: Special Forces.

SFAS: Special Forces Assessment and Selection.

SFDOQC: Special Forces Detachment Operational Qualification Course.

SFQC: Special Forces and Qualification Course.

ABSTRACT

Ethiopian Ministry of Defense has developed a set of well-defined guidelines that are used in the selection of new recruits for the national defense force, based on clearly defined criteria and other nationally accepted yardsticks. Nevertheless, the challenges and prospects of the selection and screening of potential candidates that are fit by all standards to serve in the national defense forces has not so far been well investigated. Therefore, this study was conducted with the aim of investigating the challenges and prospects of the selection and recruitment processes of trainees and coming up with recommendations. A complete assessment of the respondents in each of the twelve weredas and one zonal security administration was conducted following a purposive sampling scheme. Zonal and four woreda security committee were purposively selected for focus group discussions because they are among the people involved in the screening and selection of candidates for military training in the area who have more knowledge and experience on the issue. The study has identified that the recruitment and selection process of candidates in the Central Zone of Tigray was not effective owing to poor recruitment and selection criteria, allocation of insufficient budget, lack of good coordination and integration and unsatisfactory level of transparency among committee members during the screening and selection process as well as absence of efforts to create an inspiring and popular image of the Ethiopian Defense Forces. This study has, therefore, come up with recommendations such as having appropriate recruitment and selection criteria, allocating sufficient budget and creating positive image towards the Ethiopian Defense Force.

Key Words: Recruitment, Selection, Ethiopian Defense Force.

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CHAPTER ONE

INTRODUCTION

This chapter introduces the research subject briefly and outlines the research background, incorporating the results and problems from past studies. The statement of problem is given and research objectives have been clearly described.

1.1 Background of the study

The World has seen many conflicts since the down of ancient civilizations and earlier, when people began living together in clans and tribes level. Conflicts happen because of various factors such as economic, social as well as political. During economic crisis, people may fight each other in order to gain economic advantages. Political disagreements may also lead to fighting. Social and economic marginalization could also lead to conflicts among people as a result of worsening social discontent.

Huntington (2007) said that Clashes of civilizations are the greatest threat to our world, and an international order based on civilization is the surest safeguard against world war. With the emergence of several new countries over the centuries and even in the last few centuries, the world has encountered several conflicts of cyclical nature among countries that destroyed the lives and properties of millions of people.

Conflicts during the early human civilization have resulted into the emergence of new empires as well as causing the fall of existing empires. Historical records have shown that ancient world civilizations such as the Egyptians, Indians, Chinese, and Greece, among some, passed through turbulent times that were filled with conflicts of internal and external nature. All these wars and

conflicts have destroyed lives and may have shaped the political economy and the geo-political boundaries of their time. According to Worchel(1993), conflicts among people could happen when people are competing for the same resources, when the people are unhappy with how they are governed and when peoples beliefs clash, especially religious and political views as they are highly sensitive. Similarly, Evera (2013) said that conflict happens when there is competition for resource control. The existence of economic imbalance is also a major cause for conflict among people. Furthermore, Stewart (1998) said, “conflict arises from an imbalance in interests, power and resources between people which can be explained by application of the preferred social theory.” This seems to explain why the world has been in troubles since it was created. In other words, the potential for conflict is increasing as the rich get richer and the poor poorer. Hence, it can be deduced that multi-dimensional conflicts are available, especially in the world today because of economic, social and political differences.

Human beings have needs, which Maslow (1943) carefully categorized in order of priority, starting with the universal need for food and warmth, through safety and a sense of love and belonging to the higher needs of self-esteem, self-actualization and understanding and knowledge. This indicates that when people perceive that they have needs which are not being met, and which they can see that other people enjoy, then the ‘have not’ may engage in a struggle with the ‘haves’ to achieve their goals. Hence, unequal distribution of resources creates structural causes of conflict. For example, :hungry people could compete for food, people denied civil rights could fight for freedom, people crowded into a small poor land could fight to gain space, and People could fight to defend their property and high standard of living.

Moreover, Stewart (1998) added that people also engage in conflict because of their ideologies or ideas and beliefs. People may be forced to enter into conflict among each other because of

their differences in attitude and beliefs. In other words, people disagree when they develop contradictory ideas and perceptions. As a result, a lot of people in the world are worried about their peaceful co-existence during their life time and were looking for means and mechanisms through which they can have social and political security.

Organizing a national army through the recruitment of soldiers from their citizens was seen as a means through which governments and nations tried to secure their territorial and national security. The national army is expected to safeguard the internal as well as external security of its country and be actively involved in the securing domestic and international peace. Hence, each country has built its own armed forces so as to ensure economic, political as well as social security (Stewart, 1998).

Ethiopia, as any other country in the world built its own army and national defense forces. Nevertheless, the concept of a professional standing army was relatively a new development for Ethiopia. It was through the peoples' militia organized under the country's autonomous regions or *Mesafints* than through its trained professional army that Ethiopia withstood sustained foreign encroachments and designs on its sovereignty, political independence and territorial integrity (www.hararacademy.org/history).

In a country of diversified nations and nationalities and people with highly diversified culture and languages, the national defense force is vital in keeping its internal and external security. It has to defend itself from external threats coming from international terrorist organizations such as Al Qaeda and Al Shabab and other external forces that spouse territorial and geopolitical ambitions. Therefore, it imperative that Ethiopia should build a formidable national army that is strong enough to safeguard the national interest of the Country Ethiopia, therefore, tries its best

to attract qualified manpower that is fit to serve in its national defense forces and follows guidelines and procedures that are used in the screening and selecting of potential candidates for training and recruitment. Thus, based on these facts the Ethiopia national Defense force has put vision and mission, its vision is to see a modern Defense force that serves the Nation wholeheartedly, defends the Constitution from peril, is healthy, effective and disciplined, equitably represents the peoples of Ethiopia, and wins popular faith and love, plays imperatives roles in continental and international peacekeeping missions. Moreover its mission is, to defend the constitution from external invaders, terrorist, & domestic anti-peace force & create conducive environment to rapid development and democratic processes, to build and enhance the security capacity and to cooperate with the states' security networks, to safeguard and secure nations, nationalities, and people of Ethiopia, public and governmental institution and infrastructures from man –made and natural calamities and to ensure national peace and security and to effectively participate in regional, continental and international peacekeeping mission.

The Ethiopian Ministry of Defense has developed well defined guidelines based on clearly identified criteria and other nationally accepted yardsticks. Nevertheless, the effectiveness of the guidelines and procedures used in the selection and screening of potential candidates that are fit by all standards to serve in the national defense forces, has been a poorly addressed area that needs an in-depth study which is highly important and a timely issue during which Ethiopia is becoming economically and politically important in the global geopolitics which requires a formidable defense force that is capable of carrying out all its assignments successfully. Therefore, this study was initiated with the aim of investigating the effectiveness of selection and recruitment processes of trainees that are fit to serve in the national defense forces and come up

with recommendations that help improve its effectiveness and ultimately help build an effective national defense force.

1.2 Statement of the problem

Ethiopia as any other nation in the globe needs to develop a formidable national defense force that is capable of protecting the national interest of the country as well as contribute to peace and security for the region and the world at large. To achieve this goal, members of the armed forces have to be capable of carrying out missions and assignments given to them under challenging environments and circumstances. Their capability has to be built through training in the field as well on the mission. This, however, requires both mental as well as physical fitness from the trainee's side. This is why it is important that a candidate for army training has to be selected based on strict criteria that ensure a well fit candidate, in terms of physical and mental standards, is screened and selected to serve in the army (FDRE Ministry of National Defense Module One, 2008). Physical and mental fitness is the major criteria for most countries to recruit and select qualified employees. However, it is common to see in most of the countries, especially developing countries such as Ethiopia having problems during the recruitment and selection of new trainees'.

The Ethiopian defense forces, particularly the ground forces, do follow rules and procedures in accepting new trainees but the screening and selection process of candidate trainees is conducted at the lowest administrative level of each of the regional administrations in the country through established committees at Woreda and zonal levels. But there were cases where candidates joining training camps (about 50.6%) were found not qualified for training and joining the army (Tigray Region liaison office for the Ministry of Defense, 2006, annual report for recruitment and selection). Is the selection and screening procedure that is followed in getting candidates for

the army effective enough in recruiting enough candidates fit for the purpose? Is the selection and screening procedure followed capable of looking into the quality aspect of the candidates? Can more be done in order to generate high quality candidate that is fit by all standards and measures that can be trained to build the envisaged strong national defense forces? These and other questions related to the process of selection and recruitment of trainees for the Ethiopian Defense Forces are worth addressing as information on this area is very limited. Therefore, this study is initiated with the aim of investigating into the overall process of screening, selection and recruitment of candidates for the national defense forces and to suggest recommendations that will help improve the national capacity to recruit high quality candidates, meeting the entire requirement for a modern army, for the national defense forces in required numbers.

1.3 Research Questions

This study tried to answer the following questions:

- Does the recruitment and selection process help to obtain new recruits fit for national defense force?
- What are the challenges of recruitment and selection process of candidates for the National Defense Force?
- What possible remedies are required to solve the identified challenges?

1.4 Objectives of the study

1.4.1 General objective

The general objective of the study is assessing the effectiveness of the screening, selection and recruitment process in generating candidates fit to serve in the national defense forces and in required numbers.

1.4.2 Specific objectives

The specific objectives of this study are:

- To examine whether the recruitment and selection candidate trainees for national defense is helping obtaining new recruits fit for national defense force
- To identify the challenges of recruitment and selection of candidates fit for service in the national defense forces.
- To suggest recommendations for possible remedies for the factors that hinders the recruitment and selection of effective national defense.

1.5 Significance of the study

The study will be valuable in indicating the gaps, weakness and strengths of the selection and candidate screening process. Recommendations and findings coming out of this study will be significant in improving the selection and recruitment process of candidates for the national defense forces by building on existing strengths and by addressing weaknesses and gaps. Information coming out of this study will serve as a basis for further study in an area which is least explored in Ethiopia. Future researchable areas have also been indicated

1.6 Scope and limitations of the study

1.6.1 Scope of the study

The screening, selection and recruitment process planned to be investigated by this study refers to the only the national ground defense forces of the 2004 E.C in Central Zone of Tigray and addressed the procedure for the recruitment of officers, graduate trainees, the air forces and other support services. The study focused on the above mentioned process starting for the procedures following in making calls for applicants, to screening, selection, training and recruitment. It is also possible that the study may explore in to the performance of the army members as affected by the selection procedure.

1.6.2 Limitations of the study

The study was limited by some factors such as misinterpretation of the purpose of the study by some respondents who were unwilling to provide information. There was also shortage of time and resources, lack of clearly documented information from the Woreda and lack of previous research on the topic in the area. The researcher tried to mitigate problems by explaining the purpose and importance of the study; search sponsorship from different donors who works on the area; consulting experienced scholars in the area of the study.

1.7 Organization of the Study

This study consists of five major chapters. The first chapter deals with introductory part, which consists of background of the study, statement of the problem, research objectives, significance of the study, limitation of the study and scope of the study. The second chapter contains review of related literatures on recruitment and selection process of candidates for national defense including other countries experience. Sample population and methods of sampling, data

collection and analysis are included under chapter three. The fourth chapter deals with result and discussion that consists both quantitatively and qualitatively analyzed result. Conclusion and recommendations are presented in chapter five.

CHAPTER TWO

LITERATURE REVIEW

The literature review helps in generating a framework for the study by identifying the important issues in the subject being studied. Therefore, this chapter is divided into several areas; Recruitment process, selection process and its criteria, Methods of Recruiting. In this chapter, a review of related literature is also presented.

2.1 Recruitment process

According to Ivancevich (1998) recruitment is concerned with developing a pool of job candidates in line with the human resources plan. This implies that recruitment is a core process which refers to attracting qualified employees candidates to the organization by conducting careful investigation either inside the organization to fill vacant position In other words, recruitment refers to organizational activities that influence the number and types of applicants who apply for a job.

People may or may not accept the recruitment. As it is stated by Ivancevich (1998), whether people respond to the recruiting effort depends on the attitudes they have toward the tasks and the organization. This implies that people can accept the recruitment if they like the tasks to be performed as well as the organization they are Applying for a job. According to this view, it is clearly understood that successful recruitment respond exists if the candidates have positive image up on the tasks and the organization.

Roberts (1997) stated, “Recruitment and selection is often viewed as the process up to the decision on the candidate.” This implies that great attention should be given to recruitment and selection through careful examination of the candidates in their quality. Collings and Wood (2009) added, “There are many definitions of recruitment and selection. However, all contain common elements; they focus on attraction, identification and retention of staff.” This indicates that recruitment and selection might be just one stage in the human resource cycle for a firm, but it can have a significant impact on its future effectiveness, productivity and viability. In other words, recruitment and selection are basic stages that play mandatory role in the success of any organization.

Beam (2001) also said, “Recruitment is a process of attracting qualified people to fill available positions; whereas, selection is a process of identifying and choosing from among those recruited candidates. “ This quotation clearly indicates that recruitment is the key instrument to get candidates who possess the required qualities to ensure organizational achievement. Hence, it is unquestionable that recruitment is the way to organizational success by choosing appropriate candidates as much as possible.

Recruiting job may be difficult. According to Ivancevich (1998), the difficulty of recruiting a job depends on things such as government and union restriction, the labor market, the employer’s requirements and candidate’s preferences. This justifies that the success of recruitment is the contribution of government, market availability, criteria of employers as well as the interests of candidates. Frankly speaking, effective recruitment is the result of multidimensional factors.

2.1.1 Methods of Recruiting

According to Ivancevich (1998), most organization must use both in internal and external sources to generate sufficient applicants. The choice of recruiting method can make all the difference in the success of the recruiting effort. To make it clear, methods of recruitment play mandatory role in the success of recruitment in a given organization.

A. Internal Recruiting

Internal recruitment often conducted through internal job posting and/or inside moonlighting (a term used to refer to holding a second job outside of normal working hours) where jobs are posted internally in a way that all current employees who might be interested in the vacancy can apply (Ivancevich, 1998). Internal requirement is one of the ways where organizations give bonuses for their employees or let them invite their friends and relatives to perform additional activities which contribute for the success of the organization.

B. External Recruiting

In situations where organization faced shortage of adequately skilled human resources, they may seek for external candidates through a number of approaches such as media advertisements, employment data bases, employment agencies, executive, search firms, special events recruiting, educational institutions and summer internships (Ivancevich, 1998). This indicates that organization can use various external methods to recruit qualified candidates. The external method of recruiting could play an important role in providing adequate applicants so that qualified candidates can be recruited.

2.2 Selection

According to Abram (1979), selection is by which an organization chooses from a list of applicants the persons who best meet the selection criteria for the position available considering current environmental conditions. Furthermore, Rudman (2010) said, “Getting the right people is practical guides that will help employers implement constantly high quality human resource practices in recruitment and selection.” What can be understood from this idea is that effective implementation of quality human resource highly depends on the availability of successful recruitment and selection. This is to mean that selection should be given great attention as it helps to attract qualified candidates.

Similarly, Ivancevich (1998), stated that selection refers to choosing the applicants who have the highest chance of meeting the organizations standard of performance. From this definition it can be deduced that selection is a core point which interacts the organization with the applicants by determining the possible criteria.

2.2.1 Environmental Circumstances Influencing Selection

Ivancevich (1998) grouped environmental influences as internal and external. As he said, number of characteristics of the organization can influence the amount and type of selection process it uses to hire needed employees which are considered as internal environmental influences. These are size, Complexity, technological volatility and so on. On the other hand, external environmental influences such as employment laws and unemployment rates are determinants in selection. Accordingly, both federal and state laws have an impact on organization’s selection system. Similarly, low degree of unemployment rates make hard to attract and hire the number of

people needed, hence it is clearly stated that both the internal and external environments have their own influence in the success of selection.

2.2.2 Selection Criteria

It is acceptable that the goal of any selection is to accurately determine which applicants possess the knowledge, skills, abilities and other characteristics. Ivancevich (1998), categorized the typically used criteria into

- A. Education
- B. Experience
- C. Physical characteristics
- D. Personal characteristics and personality type

A. Education

Many cognitive, motor, physical and interpersonal attributes are present because of genetic predispositions and learning. This implies that education is important to select qualified applicants according to their certification from their institutions.

B. Experience

Another selection is experience. Many selection specialists believe that past performance on a similar job might be one of the best indicators of future performance. Moreover, employers often consider experience to be good indicator ability and work related attitudes.

C. Physical characteristics

In the past many employers used physical characteristics as a criterion. Employers were more likely to hire and pay better wages to taller men, flight attendants and receptionists were hired on the basis of beauty. Such practices, however, resulted in discriminating ethnic groups, women and the handicapped. Thus, these practices are illegal unless a physical characteristic is directly related to work effectiveness such as a blind to be a pilot which is really impossible.

D. Personal characteristics and personality types

The personal characteristics and personality types category includes marital status, sex, age, and so on. Some employers, for instance, prefer married employees because they are assumed to be stable and have a lower turnover rate. On the other hand, other employers prefer single employees who may be more open to a transfer. This category can also include certain aptitudes and skills. Other personality traits such as emotional stability, extroversion, openness to experience, agreeableness and conscientiousness also have their role as they are included in this criteria.

2.2.3 The selection process

According to Robert et al. (1994), there could be various steps in selection. Similarly, Ivancevich (1998) explained that the selection is usually perceived as a series of steps through which applicants pass. Even though the series not universal, the common steps of selection process are:

- A. Preliminary screening
- B. Employment interview

- C. Employment tests
- D. Background and reference checks
- E. Selection decision and
- F. Physical examination

A. Preliminary screening

This step focuses on application form which summarizes the applicant's personal history and qualifications. This step could further include name, address, age, sex, education, experience, residence, etc.

B. Employment interview

The next step in selection process is conducting interview with the applicants. There are a number of general types of employment interviews available for organizational use. These differ along at least in two important dimensions how structured the interview is and whether it focuses on gathering historical information about the applicant or attempts to place the applicant in a hypothetical situation to assess how she or he might respond in the future. Hence, the types of interview could be structured and unstructured.

C. Employment tests

Various kinds of tests can be used for selecting employees. These tests could be cognitive ability tests, psychomotor ability simulation, affective ability tests, honesty tests and other kinds of tests.

D. Background and reference checks

If you have ever applied for a job, you are probably asked to provide a list of people whom the organization can contact to get adequate and real information about you.

E. Selection decision

The next step is selection decision. The employers are required to a right decision on what kind of applicants and how many applicants to be selected for the organization to fill the vacant position.

F. Physical examination

This step implies examining employees by ordering them to accomplish practical activities. This step is intended to prove how effective the selected applicants are for the organization though it is not common in all organizations. Generally speaking, selection is vital for the application of successful choice of candidates for an organization. Hence, it requires careful attention as the success of any organization is highly dependent on employee's qualification.

2.3 The history of military recruitment in Ethiopia

In Ethiopia, particularly during the emperor period, any individual pursuing education as well as who is eligible based on the set criteria (discussed below) was automatically involved in the army and police system but the system had no conscription (Prasad and Smythe, 1968). In this context, conscription may be defined as a system of obligatory military service or its enforcement in the individual case (Brett, 2005). The recruitment methods were rigorous and military discipline was firmly enforced.

During this period (Emperor Era), admissibility for military enrolment was restricted to young men only and young girls were not allowed in (www.hararacademy.org/history). The criteria set for recruiting eligible young men individuals were stipulated around the following main issues: (1) ages that range between 17 and 19, (2) physically fit after going through a thorough medical examination, (3) matriculated or passed the General Certificate of Education (GCE) examination and (4) they should be Ethiopian citizens or citizens of friendly African countries. Recruitment often was done at schools and those who showed varying forms of interest were selected sent for a thorough medical examination for physical fitness (www.hararacademy.org/history).

On the contrary, during the Dergue regime, a compulsory military service was introduced in 1983 under the proclamation number 236 (Human Rights Watch/Africa Watch, 1990). The compulsory recruitment refers to a forced military recruitment that takes place indiscriminately (Brett, 2005). Under the aforementioned proclamation, not only men but also women aged 18 to 30 were accountable for a six months' military training as well as and a two years' military service, with the obligation to remain in the reserves until the age of 50 (Human Rights Watch/Africa Watch, 1990; Amnesty International, 1991). The Dergue regime has recruited thousands of soldiers by force and the local communities (such as local militias, factories, offices, farmers associations and urban dwellers associations) were required to provide a quota of recruits (Alemayehu and Chane, 1995). Nevertheless, since 1991 onwards, a multi-ethnic national armed force has been formed basically on voluntary basis (IRBDC, 1996). Following the overthrow of the Dergue regime in 1991, conscription was abolished by the then Transitional Government (Embassy of Ethiopia in Brussels 1996). Since then military enlistment in the country (Ethiopia) is running on voluntary basis (IRBDC, 1996).

2.4 Military recruitment in other countries

After the World War II many countries including USA and UK have abolished conscription and recruitment of volunteers was an important component of filling their military positions (Brett, 2005). The United States refocused its recruitment efforts to present the military as a career option, and as a means of achieving a higher education (en.wikipedia.org/wiki/Military_recruitment). In the nineteenth century reliance on voluntary army was seen as a characteristic of the UK (Brett, 2005). In India, the largest of the colonial military force was a voluntary army, raised from the population with British officers (en.wikipedia.org/wiki/Military_recruitment). Outside the commonwealth countries (with some exceptions, such as Bahrain, Oman, Qatar) many states with any armed forces had some form of obligatory as well as conscription military services and recruitment during the last sixty years (Brett, 2005). Many countries in Latin America such as Honduras and Pragu (Cameron et al. 2000), and Africa such as Ethiopia (prior to 1992) (Brett, 2005), Eritrea and Angola to the present day (cf, Brett, 2005), reinforcing forced recruitment by checking documents in the street. Particularly in Eritrea, in some worst scenario, entire quarters and every house could be surrounded and everybody on the street would be brought to military units (Brett, 2005).

2.4.1 Recruitment and selection of the United States Army

2.4.1.1 Special Forces Assessment selection and Special Forces Detachment

What is Special Forces Assessment Selection?

Ivancevich (2013) stated, “Upon earning an undergraduate degree an officer candidates regardless of the service in to which they will be commissioned should undergo a common introduction to the precepts of the military profession.” Thus, all candidates ought to attend a

service academy. Indeed, participation of the left in rejuvenating higher education on matters related to national defense is crucial.

According to Kentucky (2001), “The career management field (CMF) 18 includes positions concerned with the employment of highly specialized elements to accomplish specifically directed missions in times of peace and war. Many of these missions are conducted at times when employment of conventional military forces is not feasible or is not considered in the best interest of the United States. Training for and participation in these missions are arduous, somewhat hazardous, and are often sensitive in nature. For these reasons, it is a prerequisite that every prospective “Green Beret “Successfully complete the 24-day Special Forces Assessment and Selection (SFAS) Course.”

The SFAS Course assesses and selects soldiers for attendance at the Special Forces Qualification Course (SFQC). This course allows the Special Forces (SF) an opportunity to assess each soldier’s capabilities by testing his physical, emotional, and mental stamina. The SFAS Course also allows each soldier the opportunity to make a meaningful and educated decision about SF and his career plan.

All candidates participant in a variety of activities designed to place them under various forms of physical and mental stresses. It assesses potential and qualities through behavioral observation, analysis via performance measure, and recording data. All tasks are performed in a natural environment with limited information and no performance feedback.

2.4.1.2 Recruitment criteria for selection to the Special Forces Assessment selection Course

According to Kentucky (2001), all prospective applicants must meet these selection criteria.

- a. Must be an active duty male soldier.
- b. Must be a USA citizen (non moveable).
- c. Must be airborne qualified or voluntary for airborne training.
- d. Must be able to swim 50 meters wearing boots and battle dresses uniform (BDU) Must score a minimum of 206 points on the army physical fitness test (APFT), with no less than 60 points on any event, using the standards for age group 17-21.
- e. Must be able to meet medical fitness standards
- f. Must be eligible for a SECRET Security clearance.
- g. Not currently serving in a restricted or branch.

2.4.1.3 Stress in the SFAS Course

The purpose of the SFAS Course is to identify soldiers who have potential for SF training. The course assesses physical fitness, motivation, and ability to cope with stress. Activities in this phase include psychological tests, physical fitness tests, swim assessment, runs, obstacle course, rack marches, and military orienteering exercise. At the end, a board meets to select those soldiers who will attend the SFQC, Kentucky (2001).

According to Kentucky (2001), when you report to Front Bragg, North Carolina, you should be ready to meet the rigors of the FSAS Course, both physically and mentally. Any of the following might case you stress while attending the SFAS Course:

1. Wife not in agreement with you.
2. Financial problems at home.
3. Medical problems with yourself or family.
4. Not sure SF is what you want.

5. Low self-esteem or lack of motivation.
6. Not in top physical shape for the SFAS Course.

2.4.1.4 Special Force Qualification Course and Special Force Detachment

General: CMF 18 is subdivided in to five associations MS's. They are: 18A, Detachment Commander; 18B, SF Weapons Sergeant; 18C, SF Engineer Sergeant; 18D, SF Medical Sergeant; and 18E, SF Communications Sergeant. Each SF volunteer receives extensive training in a specialty which prepares him for future assignment in an SF unit. SF units are designed to operate either unilaterally or in support of and combined with native military and paramilitary forces. Levels of employment for special operations forces include advising and assisting host governments, involvement in continental United States based training, and direct participation and combat operations, Kentucky (2001),.

Purpose: The SFQC and Special Forces Detachment operational Qualification Course (SFDOQC) teach and develop the skills necessary for effective utilization of the SF soldier. Duties in CMF 18 primarily involve participation in special operations interrelated fields of unconventional warfare. These include foreign internal defense and direct action missions as part of a small operations team or detachment. Duties at other levels involve command, control, and support functions. Frequently, duties require regional orientation to include foreign language training and in-country experience. SF places emphasis not only on unconventional tactics, but also knowledge of water borne, desert, jungle, mountain, or arctic operations, Kentucky (2001).

Training: According to Kentucky (2001), after successful completion of the SFAS Course, officers who have not already attended their Captain's career course will do so in infantry or armor. For the enlisted soldier, the SFQC is currently divided in to 3 phases. The phases are:

Individual Skills, MOS Qualification and Collective Training. The enlisted applicant's SFQC training will be scheduled upon successful completion of the SFAS Course.

Individual Skills Phase: During this period, soldiers in process and are trained on common skills for CMF 18 skill level 3. Training is 40 days long and is taught at the Camp Row Training Facility. The training covered during this phase includes land navigation (cross-country) and small unit tactics. This phase culminates with a special operations overview, Kentucky (2001).

MOS Qualification Phase: According to Kentucky (2001), for the enlisted soldiers, the decision upon which of the four specialists you will receive training will be made based on your background, aptitude, and desire and the needs of CMF 18. Training for this is 65 days and culminates with a mission planning cycle. During this phase soldiers are trained in their different specialists:

A. 18A-SF Detachment Commander, Training includes: Teaching the officer student the planning leadership skills he will need to direct and employ other members of his detachment. Training is conducted at Fort Bragg, North Carolina, and is 26 weeks long.

B. 18B-SF Weapons Sergeant, Training includes: Tactics, ant armor weapons utilization, functioning of all types of U.S.A and foreign light weapons, indirect fire operations, man portable air defense weapons, weapons emplacement, and integrated combined arms fire control planning. Training is conducted at Fort Bragg, North Carolina, and is 26 weeks long.

C. 18C-Engineer Sergeant, Training includes: Construction skills, field fortifications, and use of explosive demolitions. Training is conducted at Fort Bragg, North Carolina, and is 26 weeks long.

D. 18D-Medical Sergeant, Training includes: Advanced medical procedures to include trauma management and surgical procedures .Training is conducted at Fort Bragg, North Carolina, and is approximately 59 weeks long..

E. 18E-Communication Sergeant, Training includes: Installation and operation of SF high frequency burst communications equipment, antenna theory, radio wave propagation, and SF communication operations procedures and techniques. Training culminates with an around the world communications field performance exercise. Training is conducted at Fort Bragg, North Carolina, and Camp Gruber, Oklahoma, and is 34 weeks long.

Collective Training Phase: During this 38- day period, soldiers are trained in Special Operations Classes, direct action isolation, air operations, unconventional war fare classes, Isolation training, and culminates with operation ROBIN-SAGE, Kentucky (2001).

Language Training: After completion of the Collective Training Phase all soldiers will attend SF Language School at the Special Operations Academic Facility, Fort Bragg, North Carolina, Kentucky (2001).

2.5 Recruitment and Selection Process of Indian Army

According to Verma (2010) “Efforts should be made that only committed a right type of candidates are selected to the national defense.” Recruitment in the army is broad based. Every male citizen, irrespective of caste, classes, religion and domicile, is eligible for recruitment in the army, provided he meets the lead down age, educational, physical and medical standards.

According to him (Verma, 2010), recruitment in the army is carried out throughout the year through an open rally system. The recruitment program often published in local newspapers, one

month prior to the conduct of the rally by the concerned Zonal Recruiting Office. As indicated by Verma (2010), the process of screening and enrolment is as follows.

- a. Checking of documents.
- b. Physical fitness test.
- c. Physical measurement.
- d. Medical Exam.
- e. Written Exam.
- f. Preparation of merit list and allotment of arms and services.
- g. Enrolment and dispatch of selected candidates to Training Centers.

2.5.1 Physical Fitness Test (PFT)

According to Verma(2010), to determine the Physical Fitness Tests (PFT), the following tests carrying 100 marks are held:

- a. 1 Mile Run.
- b. Pull Ups.
- c. Balance.
- d. 9 Fit Ditches.

Marking system is as follows:

(a) 1 Mile Run

(i) 5.40 Minutes and below	---	60 Marks.
(ii) 5.41 to 5.50 Minutes	---	48 Marks.
(iii) 5.51 to 6.05 Minutes	---	36 Marks.
(iv) 6.06 to 6.20 Minutes	---	24 Marks.

(b) Pull ups

(i) 10 and above	---	40 Marks
(ii) 9-----	---	33 Marks.
(iii) 8-----	---	27 Marks.

(iv) 7----- --- 21 Marks.

(v) 6----- --- 16 Marks

(c) **Balance** Should qualify and no marks are awarded.

(d) **9' Feet Ditch** should qualify and no marks are awarded.

2.5.2 Medical Standards

- ❖ A candidate should have robust physique and good mental health.
- ❖ Chest should be well developed having minimum 5 cm expansion.
- ❖ He should have normal hearing with each ear and good binocular vision in both eyes. He should be able to read 6/6 in distant vision chart with each eye. Color vision should be CP-III (able to recognize white, red and green signal colors correctly as shown by Martin's Lantern at 1.5 meters).
- ❖ He should have sufficient number of natural healthy gum and teeth i.e. minimum 14 dental points.
- ❖ He should not have disease like deformity of bones, hydrocele and varicocle or piles.
- ❖ Soldier for infantry will have 6/6 eye sight.
- ❖ HIV Screening during recruitment stage is being considered keeping in mind the angles of human rights and legal aspects, Verma (2010).

2.5.3 Written Examination

According to Verma(2010), common Entrance Examination (CEE) is conducted on last Sunday of each month for recruitment of soldiers. It comprises of the following two papers:

- (a) Paper-I-Compulsory for all soldier categories.
- (b) Paper-II-For Soldier Technical, Soldier Clerk (General Duty/Store Keeper Technical) and Soldier Nursing Assistant.

2.6 Recruitment execution of the Ethiopian national defense forces

2.6.1 Recruitment criteria

According to of the FDRE Ministry of National Defense (2008), the followings are the recruitment criteria of candidates for national defense.

- a.** He or she should be Ethiopian.
- b.** He or she should be willing to give service for the national defense for at least seven years and to work in any place and situation the national defense assigned.
- c.** Height:
 - ✓ 1.60 m and above for male
 - ✓ 1.55 m and above for female
- d. Weight**
 - ✓ 50---75 k.g for male
 - ✓ 45---66 k.g for female
- e. Age: Between 18---22 years**
- f. Educational status:** At least grade ten completed
- g. Marital status:** Unmarried (single)
- h.** He or she live in the recruitment place at least for two years
- i. Back ground of the candidate**
 - He or she should be loyal to the constitution.
 - He or she should be known for his or her personal discipline and participation in the community, and he or she should be free from any crime.
 - He or she should be free from any addiction such as smoking cigarette, Hass and chat.

- He or she should be free from bad habits such as intoxicating, lying, stealing, committing adultery and abduction.
 - He or she should never have been member of the national defense or police and left service or dismissed or sent off;.
 - He or she should be willing for medical assessment and be healthy enough.
- j. The Human Resource Management Department has the authority to modify the plan for the above mentioned recruitment criteria by taking the current situation in to consideration.

2.6.2 Inviting candidates for competition

- a. Any job vacancy is filled by newly recruited soldiers' through announcement and focusing on fair competition.
- b. Announcement should be through mass media, using announcement papers, posters and conducting recruitment campaign.
- c. The job vacancy stays open from 10---15 consecutive working days. However, the Human Resource Management Department can shorten or extend it.
- d. Candidates who come after the deadline of the job vacancy have no acceptance.

2.6.3 Content of the job vacancy

- a. Recruitment place of the job vacancy and the deadline for registration including date and hour.
- b. Description of name of the job vacancy, status, salary and other advantages.
- c. Illustration of the criteria required from candidates in a short and precise manner the job vacancy can be performed successfully.

- d. Explanation of the kind, quality and level of credentials candidates are required to submit.

2.6.4 Pre-registration description

- a. Short explanation about the objectives and activities and the conditions of the job vacancy to the competent individually or in group.
- b. Appropriate explanations are given for questions raised from the competent.
- c. Explanation about the performance and system of the recruitment is given by the recruiters.

2.6.5 Application acceptance and registration system

- a. The competent should apply by themselves to get acceptance.
- b. Application through delegation, post, fax and other electronic devices is unacceptable.
- c. When the competent come for registration, they should bring employment questionnaire form at identification card and educational credentials certificate both original and photo copy. The original is returned to the competent after checking for its correctness.
- d. It should be checked that the competent brought written evidence from their kebele police station to ensure that they are free from any crime and problem of discipline.
- e. The competent that are qualified for the job vacancy should be registered before the end of the deadline for the announcement.

2.7 Execution of selection

According to the FDRE Ministry of National Defense (2008), selection of candidates is conducted in an organized manner.

a. A new employment for national defense is completed by performing the following three levels of selection.

- Wereda level screening selection.
- Zonal level summary selection.
- Evaluation performed in the training centers.

b. Screening selection

- The competent recruited from each wereda should make first level health assessment and they should be examined a test that determines their mental quality and physical strength by the screening selection committee organized in the wereda level so that the competent with better skill and quality can promote to the next competition.
- The competent should have mental quality to quickly understand and examine the important situations for performing military profession.
- The competent should possess a job skill that is used to perform military profession in an excellent manner.

The screening selection and process of screening selection

- The screening selection committee provides the competent with professionally proved oral, written and practical tests individually or in group so as to select and promote qualified competent.
- The test to be given should assess the mental quality, physical strength and other behaviors required from the competent to take responsibility for the job. The oral test (interview) is given by professional committee, and the competent can answer it individually or in group. The physical quality assurance tests given by professionals are based on the scientific standards of sex, age and height. The physical quality assurance tests given are listed below.

a. Body weight

- He or she gets excellent (A) if his or her weight is no more than a kilo different from the normal standard.
- He or she gets very good (B) if his or her weight is two kilos below or above the normal standard.
- He or she gets good (C) if his or her weight is five to seven kilos below or above the normal standard.

b. Height

- He or she gets excellent (A) if he or she gets A or B in body weight evaluation and has good foot, abdomen, hand, and chest and shoulder structure.
- He or she gets very good (B) if he or she gets C in body weight evaluation and has not developed the above mentioned body structures but slim body structure.

c. Gymnastic examination:

- It includes sit up, push up, digs up and pulls up examinations and points are given according to the sex and age standards provided.
- The competent with better result promote for the next competition.

d. Running examination

- Running examination is given in a way that evaluates the respiratory organs and foot strength of the competent.
- The competent can run individually or in group in which a particular distance is completed within the time limit, and the result of each competent is registered.
- Each competent runs through a free space to avoid unnecessary pushing and injury during the stage of selection process.

- A competent who does not accept the above mentioned rule becomes out of the game and gets no point.
- It is advisable to wear running shoes during the competition as much as possible.
- The above mentioned examinations are given after the competent are given clarifications a told the result they get in the examination is important for the next selection competition.

e. Summary selection execution

- ❖ Oral, written and practical examinations are given and health assessment is conducted so as to determine the behavior, strength and health condition of the competent. The competent with better quality in the summary selection execution are sent for military training.

Selection criteria

Mental ability test: It likely for an oral, written and practical exam to be given in the zonal recruitment and summary selection by taking conducive time and condition.

Health assessment: After conducting health assessment up on each competent by health professionals according to age and sex health standard, the competent fulfilling the health level the military profession requires promote to the next summary selection.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter highlights the methodology of the study and comprises data type and source, sampling technique and data processing & analysis.

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done systematically and explain why we are using a particular method or technique and why we are not using others so that research results are capable of being evaluated either by the researcher himself or by others (Kothari, 2004).

Therefore, this chapter describes the methodological aspect of the study. It describes definitions of variables, where data will be sourced, how the research is designed, how the relevant data will be collected, how the sample size determined, and how the data will be analyzed and interpreted.

3.1. Research Approach

The study employed mixed research methods (qualitative and quantitative approaches). The quantitative approach involves the generation of data in quantitative form (data that appears in numerical form) whereas, the qualitative approach is concerned with data in which the variables are not in numerical form, rather the generated data may be presented in non-numeric form (Trochim, 2003). In cases (quantitative and qualitative approaches), key informant interview as well as focus group discussion was administered using a semi-structured questionnaire.

3.2. Study Area

The study was conducted in the central zone of the Tigray region. The study zone consisted of 12 Woreda's (nine of them designated as rural woreda's and the rest three are major towns). The

zonal administration office is located at Aksum. Each rural woreda's constitute nine peace and security committee while the urban towns have seven members each. Besides, the zonal administration office has four more members of the peace and security committee.

According to the Ethiopian census (CSA, 2010), the total population in the Central zone was 1,346,131 of which 662,947 (49%) were male and 683,184 (51%) female. The total number of household heads in the zone was 269,226 out of which 48,460 (18%) were female household heads. The average family size per household was 5.

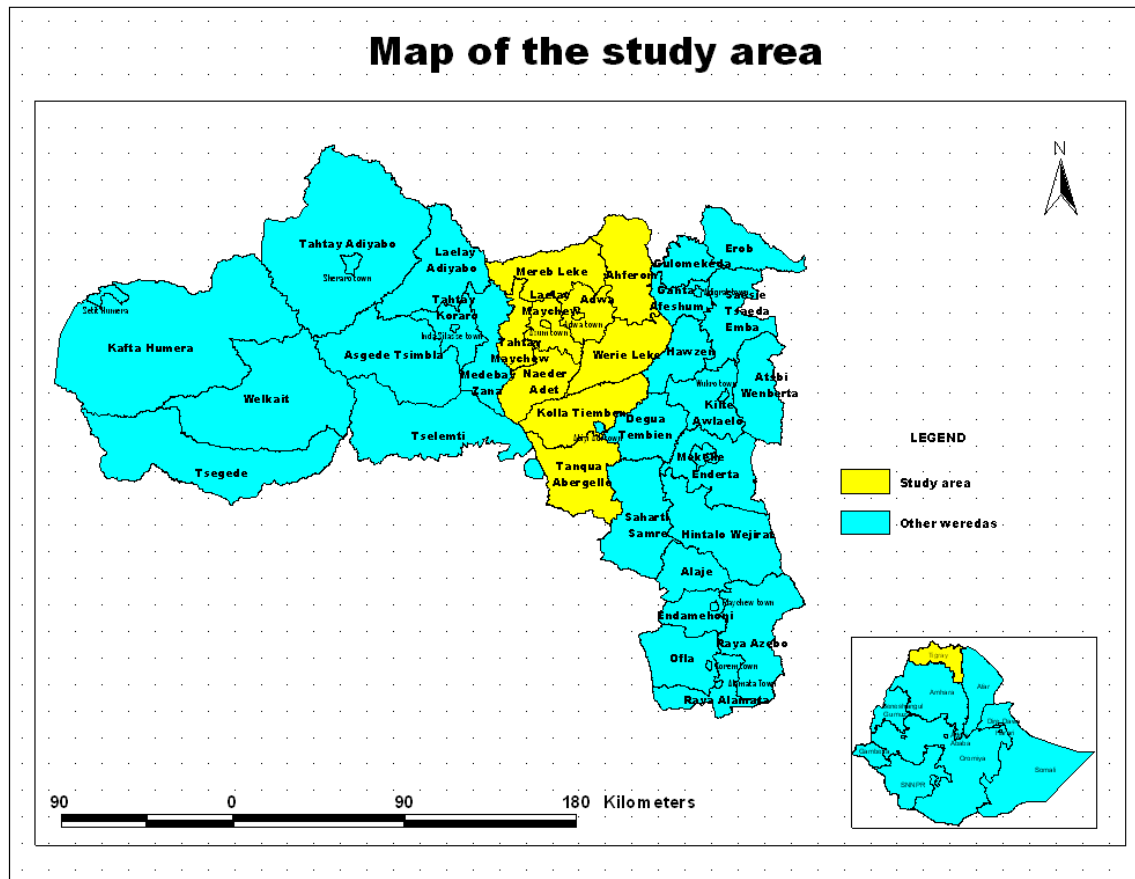


Figure 1: Map of the Study Area

3.3. Population and Sampling

3.3.1. Study Population

The study population included leaders and experts of Central Zone of Tigray Security Office, different woredas' security offices and security committees at Zone and Woreda levels. A population, in this case, can be defined as is a group of individuals, among which samples are taken for measurement (Singh, 2007).

3.3.2. Sampling Design

As the number of respondents as well as study locations is relatively small, a complete assessment (on a purposive sampling scheme) of the respondents in each the five locations (four woreda's and one zone) are necessary and were employed in this study. The complete enumeration and sampling of all the respondents that also known as a census inquiry (Kothari, 2004), is a useful approach that facilitates obtaining the necessary information with sufficient accuracy.

3.3.2.1 Sampling Techniques

For the purpose of the present study, a non probability sampling techniques was employed. Purposive sampling technique was applied to select zonal and woreda security committee for the focus group discussion because they have more knowledge and experiences on the issue and are the concerned body in the area.

For the focus group discussion, four Woreda level security members were taken from two urban weredas, four from two rural wereda level committees, and another four from the zonal administration making a total of 12 respondents. Besides, all the peace and security committee

found in the 12 woreda (102 members) and the zonal administration office (four members) were taken as respondents to a semi structured questionnaire (total 106 respondents).

3.4 Sources of Data

In attempt to address the assessment of the effectiveness of screening and selection process in the recruitment of candidates fit for national defense forces and to provide possible recommendations, the researcher was used both primary and secondary data sources.

3.4.1 Primary Data Sources

With regard to primary data, the data was collected from the local security committee at Zone and Woreda levels through key informant interview (using a questionnaire) and Focus Group Discussion.

3.4.2. Secondary Data Sources

Secondary data was collected from documents compiled in the Tigray National Regional State Bureau of Security, Central Zone of Tigray, and Woreda Security Offices that includes annual and filed reports, and other published and unpublished documents such as books, articles, and journals. Besides, some written documents from the Ministry of Defense were also consulted.

3.5. Data Collection Tools

3.5.1. Qualitative Data Collection Tools

3.5.1.1. Focus Group Discussion

A focus group discussion (FGD) gives an opportunity to involve people with various experiences to discuss the issue and it initiates active interaction among the participants and maximizes

possibilities to illustrate the issue in a better way (Salkind, 2003). Here, emotions, feelings, and attitudes can be observed. The researcher developed checklist questions and recorded the session by tape recorder. The FGDs was conducted in five sample areas aimed at gathering information about effectiveness of screening and selection process in the recruitment of candidates for National Defense Forces. The discussion was held with members of the security committee members in the study area.

3.5.2. Quantitative Data Collection Tools

3.5.2.1. Questionnaires

To supplement the data gathered through focus group discussion, close – ended and open ended questions were administered. The questionnaire was organized and prepared in English language and later translated into the local language, Tigrigna.

3.6. Method of Data Analysis and Presentation

After gathering the data from both primary and secondary sources, the results obtained were analyzed and interpreted using qualitative as well as quantitative data analysis tools. The qualitative data collected using the questionnaires was edited, coded, classified and fed into a computer. Voice data were translated into a text. All data collected from different sources (both qualitative and quantitative) was analyzed using the Statistical Package for Social Scientists (SPSS) Version 16 software. The analysis includes percentage and frequency, description of results of focus group discussion and charts and graphs. To understand the strength, weakness, opportunities and threats of the screening and selection of new recruits, a SWOT analysis was conducted.

3.7. Ethical Consideration

In this study, special emphasis was given to ethics in the data collection process and in the overall research process. The objectives of the study were clearly stated in the proposal and the participants were properly informed about those objectives; the plan of the study was reviewed by the Advisor. Respondents were told that they had the right not to respond. In addition, all the responses were kept confidential.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

This chapter describes a discussion of the results and the process through which the results were got hold of. It also presents the analysis of the collected data.

4.1 Background Information of Respondents

Table 1: Socio-demographic Information

Socio-demographic characteristics		Frequency	Percent
Gender	Male	100	97
	Female	3	3
Total		103	100
Age	18-30	31	30.1
	31-40	26	25.2
	41-50	33	32.0
	More than 50	13	12.6
Total		103	100
Educational Status	Certificate	44	42.7
	Diploma	36	35.0
	Degree	23	22.3
Total		103	100
Work Experience	Less than 3 Years	16	15.5
	3-4 Years	14	13.6
	4-10	28	27
	11-15	5	5
	More than 15 Years	40	38.9
Total		103	100

As shown in Table 1, the majority that is 97% of the respondents were male while only 3% were female. This implies that the existence of both sexes gives opportunity for having accurate information about the recruitment and selection process of the national defense force. In other

words, they can provide necessary data on how the candidates for the national defense are recruited and selected.

In terms of age mixture, 32% (33) 31, 26, and 13 % of the respondents were in the interval of 41-50, 18-30, 31-40 years and above 50 years of age, respectively. As most of the respondents are below the age of fifty, they were able to identify the challenges of recruitment and selection of candidates for the national defense force.

All respondents had some level of education ranging from certificate level to degree level of education with the majority (57.3%) having diploma or degree levels of education at the time of assessment. About 45% of the respondents had work experience of more than 10 years. The educational status of the respondents has also played its own role in conducting the research successfully by providing relevant information for the study. Moreover, the experience of the respondents has helped them determine the challenges of recruitment and selection of candidates for the national defense force.

Table 2: the extent and reasons of trainees' turnover

Question		Frequency	Percent
How do you rate the turnout of potential candidates?	High	14	13.6
	Moderate	67	66.0
	Low	22	20.4
Total		103	100
Reason for turnover	Lack of interest to serve in the EDF for unattractive salary rate	5	5.6
	Most of the youth are of low education background than is required	-	-
	Are discouraged by family or parents from joining the EDF	77	86.5
	Lack of interest due to prevailing challenges to the peace in the Horn of Africa	-	-
	Lack of interest to serve, alternative employment and discouraged by family	7	7.9
Total		89	100

As is shown in Table 2, the level of trainee turnover following calls for screening and selection was rated as moderate by the majority (66%) of the respondents while 13.6 and 20.4% of the respondents estimated the level of trainee withdrawal as high and low, respectively. The major reason for trainee drop over to be moderate and low as indicated by the majority of respondents (86.5%), was that the families of those youth voluntarily registered to joining the EDF do not like their sons to join the army and they discourage them from doing so. As a result, they do not show up at the training camps or withdraw from the training.

On the other hand, 5.6% of the respondents explained lack of interest to serve in the EDF or unattractive salary rate as a cause to the dropouts. While 7.9% of the respondents described the observed level of trainee dropouts are related to the lack of interest, existing alternative employment opportunities, and discouragement by their family members. None of them said that most of the youth are of low educational background than is required. Similarly, none of the respondents indicated the prevalence or threat of war in the Horn of Africa deterring the youth from joining the army or dropping out after registering. What can be understood from this result is that discouragement of candidates by their family from joining the national defense force is the major challenge for the recruitment and selection of candidates for the national defense force.

A study which was done by Loan-Doru (2013) in the Romanian Armed Forces revealed that there is a need to promote the profession of professional or graduated soldier. The year 2007 was the nodal point which marked the conclusion of the process of transformation of the military institution and the beginning of building process a new Romanian Armed Forces for the 21st century.

The Romanian government took the decision to provide a framework for a new military profession that is a professional soldier. If the institutional level is, first and foremost, of a

political nature, it was generated by the need to adapt to the realities the Romanian Armed Forces are facing, as follows: -changes in mentalities and the appearance of traditional values erosion, insufficient now in ensuring a strong motivation for the military profession; -lowering the value of the military profession on the job market because of the appearance of professional alternatives more attractive; -higher needs of voluntary personnel affect recruitment during the time of the armed forces professionalization.

Although it is an organization with strict rules, specific culture, it shares the same labor market (external recruiting resources) with institutions and civil organizations, with a high demand of educated and high potential work force. The military profession is dependent on the labor market, being affected by its' permanent fluctuations. The demographic targeted resource, competitiveness of the remuneration, the unemployment rate among young people, the benefits of the military institution, the resources available to the military decision-makers and the attitude of young people towards State institutions or the need for Defense are factors that affect the labor market. Changing the normal parameters of these variables has the effect of decreasing availability for embedding/enrollment and the quality of resources and this study supported the current study.

Table 3: Recruitment and selection criteria

Question		Frequency	Percent
The candidates for the national defense	Only Males	44	42.7
	Both Males and Females	59	57.3
Total		103	100
Major criteria for recruitment and selection	Educational Status	3	2.9
	Body weight and height	3	2.9
	Physical and mental fitness	9	8.7
	All	88	85.4
Total		103	100
Do you think the criteria are adequate enough?	Yes	63	61.2
	No	40	38.8
Total		103	100

As shown in Table 3, the candidates for the National Defense Force, 43% of the respondents stated that it is only males who are candidates and 57% of them said that it is both males and females who are candidates for the National defense.

The respondents had differing view on the criteria used in the selection process with 85% of the respondents indicating educational level, marital status, body weight and height, and physical and mental fitness as the major criteria used for the recruitment and selection of candidates whereas only 3% mentioned only educational status as the major criteria, another 3% gave importance to only body weight and height, and the remaining 9% identified only physical and mental fitness as the major criteria.

The existence of both males and females as candidates for the national defense is a positive image because it gives opportunity for both sexes. Furthermore, having educational status, body weight and height, and physical and mental fitness as criteria is a good opportunity for the effective recruitment and selection of candidates for the national defense force.

The response to the question raised whether the screening and selection criteria that have been in use so far were satisfactory enough to serve the purpose was 'yes'; it was adequate enough to enable the successful conducting of the process in each cycle by about 61% of the respondents. Whereas, 39% of the respondents mentioned that the criteria set for the purpose were not complete enough and not satisfactory in enabling the committee members to select the right candidates. Thus, it is common to see the national defense force facing problems in the recruitment and selection of effective candidates.

Adherence by the Human Resource Management (HRM) department to the Talent Acquisition Policy (TAP) guidelines in gathering data about knowledge of the TAP's guidelines on the recruitment process, respondents were asked to reveal their experiences on whether they perceived the HRM department as adhering to these guidelines or not. Regarding guidelines, the majority of respondents (37.04%) disagreed with the statement that the HRM adheres to the TAP's guidelines on the recruitment process. The second highest majority and the second lowest number of respondents (49.38%) agreed and 13.58% are uncertain on whether the HRM department adhered to the TAP guidelines or not.

As noted in the findings of whether vacant positions are circularized and advertised, the TAP provides that vacant positions that could not be filled using internal recruitment sources should be advertised externally. Whilst responding to this item, the majority of respondents (69.76%) agree that the JMPD uses both internal and external sources of recruitment, whilst 15.43% disagree. Respondents expressed a mixed and confusing reaction as an institution can hire employees either internally and externally.

Table 4: Adequacy of criteria and transparency

Question		Frequency	Percent
Are these criteria always and in whole used for evaluating	Yes	71	68.9
	No	32	31.1
Total		103	100
Is there any target quota given to each woreda to fulfill it?	Yes	75	72.8
	No	28	27.2
Total		103	100
Do you think that recruitment and selection done on voluntary base?	Yes	86	83.5
	No	17	16.5
Total		103	100
Is there transparency among selection and screening committee	Yes	71	68.9
	No	32	31.1
Total		103	100
Are parents willing their children to serve EDF	Yes	12	11.7
	No	91	88.3
Total		103	100

Regarding whether the set criteria are always and in whole used for evaluating a candidate, about 69% have of the opinion that the evaluation criteria is always adhered; whereas, 31% differed. In respect of feelings of parents of candidates, 63% of the respondents have said that parents have bad feelings their children to be candidate and selected for EDF; whereas, 37% did not have bad feelings their children to be candidate. This suggests that unwillingness of parents to the recruitment and selection of their children as candidates is a major challenge of the national defense force.

The response given to the question whether target quota is given to each Woreda in meeting numbers of trainees, 73% of the respondents agreed that quota is given to each wereda and each wereda tries to fulfill its quota as much as possible; whereas, only 27% disagreed. Regarding whether selection and recruitments is conducted on voluntary basis, 84% of the respondents said that selection and recruitment is based on voluntary registration; whereas, 16% of them disagreed. This shows that most candidates are recruited and selected according to their interest

which paves the way to having successful candidates. Concerning whether there exists transparency among recruitment and selection committee or not, 69% stated that there is transparency and 31% said that there is no transparency. This indicates that the recruitment and selection of candidates is conducted according to the criteria set which results in transparency.

A study done by Mashaba (2013) showed that Transparency refers to a process where institutional labor needs are openly discussed, and where there is consensus on procedures to follow to acquire labor, as opposed to just a few key players making decisions that should be the concern of many. With regard to all aspects of recruitment and selection being transparent, 45.06% disagree, 45.06 agree and the rest (9.88%) are uncertain. Transparent recruitment and selection is important as it could be a factor in lessening labor unrest especially when labor organizations are involved.

With respect to the selection panel, 38.9% of respondents disagree that the same interview panel comprise the selection panel, 32.10% agree and of the respondents, 29.01% are uncertain. The policy states that members of the interview panel, except the observers (who do not score), take part in the final decision making stage and are responsible for selecting applicants and making final recommendations.

Table 5: Activities and mechanisms used

Question		Frequency	Percent
Are there any activities done on building the brand image of DF?	Yes	67	65
	No	36	35
	Total	103	100
If yes, what mechanisms are deployed?	Conduct awareness creation to the community	28	42
	Participation of defense force members in community affairs	6	9
	Display the role of national defense in the development & peace keeping	30	45
	Informing how interesting being member of the national defense is	3	4
	Total	67	100
How do candidates get information about the job vacancy?	Mass media	11	11
	Recruitment competition campaign	-	-
	Announcement papers and posters	37	36
	All	55	53
	Total	103	100

Pertaining to the activities done on building the brand image of DF the above table revealed that, 65% of the respondents agree while 35% did not agree. This shows that certain activities are done in order to impress qualified trainees by building a good brand image of the national defense force. In line to the mechanisms employed to build the brand image of DF, 42% of the

respondents stated that brand building activity was done through conducting awareness creation to the community, 45% said it was done through displaying the role of national defense in development and peace keeping, 9% stated through participating the members in supporting public works and 4% through informing how interesting being member of the national defense.

What can be concluded from the above table is that revealing the role played by the national defense is mandatory so as to build brand recognition. In addition to this, creating community awareness is necessarily important in order to a good brand which can attract the attention of the community.

As to the response of participants of the study regarding acquisition of information about the job vacancy, 53% of them said that information is acquired through mass media, announcement papers and posters and recruitment competition campaign, 36% said through announcement papers and posters and 11% through mass media. This indicates that the combination of the three mechanisms help the candidates get information about the job vacancy.

A study which was done by Mashaba further stated that respondents expressed mixed reactions with regards to the fair and consistent screening followed during selection. A majority of respondents (61.11%) disagree that a fair and consistent screening criterion is followed, 25.93% of the respondents is of the opinion that a fair and consistent screening criterion is followed during the selection process, and 12.96% is uncertain. It is important for a police department to screen applicants to ensure that criminals are not employed as police officers. It could save money that could have been spent sifting through volumes of applications forms for applicants with criminal records.

Table 6: Training and Budget

Question		Frequency	Percent
The minimum educational level required from the candidates is	Grade 8 Completed	77	74.8
	Grade 10 Completed	9	8.7
	Grade 12 Completed	8	7.8
	University Completed	9	8.7
	Total	103	100
Do parents oppose the joining of their members in the army?	Yes	65	63.1
	No	38	36.9
Total		103	100
Do you have a manual on the recruitment and selection of candidates?	Yes	71	68.9
	No	32	31.1
Total		103	100
Have you taken training on the selection and screening of candidates?	Yes	32	31.1
	No	71	68.9
Total		103	100
If yes, how many times?	Two times	3	9.4
	Three times	3	9.4
	More than three times	26	81.3
Total	Total	32	100
If yes, how do you evaluate the training	Very Good	8	25
	Good	24	75
	Not Satisfactory	0	0
Total		32	100
Which government administration is allocating the budget	Regional Administrative	3	2.9
	Woreda Administrative	30	29.1
	Defense Administrative	64	62.1
	Woreda and Defense Admin.	6	5.8
	Total	103	100
Do you provide enough budgets?	Yes	35	34
	No	68	66
	Total	103	100

With regard to the minimum educational level requirement of the candidates, there is differing views from the respondents side (Table 6). About 75% of the respondents said 8th grade completed, 9% 10th grade completed, 8% 12th grade completed and 9% university completed as

the minimum requirement to be a candidate for joining the army. What can be deduced from this is that most candidates are grade eight completed. However, this result does not agree with the recruitment and selection criteria of the Ethiopian Ministry of Defense Manual because it says grade ten completed. Therefore, it is understood that candidates for the national defense should be grade ten completed and above for their recruitment and selection.

Relating to the availability of manual for the selection & screening process of candidates for the defense forces, 69% of the respondents stated that they have a manual which they use in the screening and selection of candidates while 31% did not have. The existence of manual is necessary so as to recruit and select qualified trainees for the national defense force according to the criteria incorporated in the manual.

From among the committee members, only 31% have taken a training on the selection and screening of candidates while the majority (69%) did not. From those respondents who have taken the training, 81.3% have taken the training more than three times, 9.4% three times and 9.4% two times. Out of those respondents that took the training 75% of the respondents evaluated the training they were given as good and 25% of them as very good.

This indicates that the committee members face challenges because most of them have not taken training on the selection and screening of candidates. Even the committee members who have taken training did not appreciate as it was not comprehensive enough for the effective selection and screening of candidates for the national defense force.

With regard to allocation of the budget, 62% of the respondents said that budget is allocated by defense administration, 29% by Woreda administration, 3% by regional administration and 6% by both Woreda and defense administration. With regard to provision of budget, 34% of the

respondents stated that enough budgets is provided; whereas, 66% of them said that there is no enough budget provision for the national defense force.

As the data obtained from secondary sources and ascertained by the group discussion held, there is no shortage of budget allocated to the committee at Zone level. But the basic problem was associated with poor management of budget allocated. For instance, the total number of candidates in the wereda level in the three cycles of recruitment and selection was **844**, but the total number of candidates recruited and selected in the zonal level was only **303** after wasting a lot of expenditure for transportation and allowance (Tigray Region National Temporary Force Lay Zone Office Mekelle three cycles Recruitment and Selection Report, 2004 E.C). Therefore, there is problem of budget management but not shortage of budget.

A study which was done by Hsu (1999) showed that a range of recruitment methods have all been used to varying degrees by the responding firms in Taiwan for filling vacancies at the managerial, professional, and entry levels. Some are used more frequently while some are used less. For example, when it comes to the managerial and professional recruitment, the responding firms in Taiwan appear to use "promotion-from-within", "transfers", "advertisement in the media", "job rotations", and "direct applications" more frequently. Other methods such as "employee referrals", "colleges/universities", "private employment agencies", "public employment agencies", "recruitment consultants", and "executive search consultants" are seldom used by the firms for managerial and professional positions.

For the entry-level recruitment, "colleges/universities" and "employees referrals" seem to be used more frequently by the responding firms along with other methods such as "advertisement in the media", "direct applications", "transfers", and "job rotations". In the family-based culture like Taiwan, one could expect that "employees referrals" (the hiring of family members,

relatives, or close friends) would be a common method for the recruitment of entry-level employees.

4.3 Focus Group Discussion Results

In four Woredas' office and one zone administration of Central Zone of Tigray 12 informants were identified and were included in the focus group discussion.

- The first question raised was with regard to need for amendments in the selection criteria for selecting a candidate, and there was a consensus that there is no need for major amendments in the criteria but it would be the age range has to widened from the prior age range of 18-22 to 18-25 due to the fact that there is a possibility of getting more number of candidates with better educational background. The weight requirements has to be reduced from the minimum 50 kg to a minimum of 45 kg as this will enable to get more candidates.
- SWOT Analysis:
 - Strength: Budget is allotted by the concerned body so as to facilitate to the accomplishment of activities according to plan.
 - Weakness: There is no sense of ownership for the recruitment process among the committee members. The federal defense force has delegated the regional government and the regional government has given the delegation to the regional security force. The regional security force head has in turn delegated the zone and Woreda Militia office. Thus there is a delegation of delegations for the recruitment process of potential candidates for the defense force. But the duty is not a public relations activity and those individuals at the higher level starting

from the federal to the Woreda should take the responsibility seriously and properly lead and administer the recruitment process.

- There is no accountability for the recruitment process of candidates. Since fulfillment of quota is more important than consideration of other aspects of the selection and screening process. If the quota is fulfilled, it is considered that the entire activity is completed.
- The activity of recruitment is not done by all committee members but only one person, the acting defense officer is performing the whole activity of screening and selection process as he feels best.

➤ Opportunity:

- Existence of well-organized community in both urban and rural areas.
- Availability of more number of youth with better education level.
- Most of the committee members were former fighters who have experience in mobilizing the community and generating more number of youth that joined the struggle against the Dergue. They can employ the experience they have to mobilize adequate number of youth candidates that can join the EDF.

➤ Challenges:

- Those individuals who were former members of the defense force are obstacles to the success of recruitment process.
- The society is tired of paying more sacrifices in the defense of the country because during the long years of struggle against the dergue and afterwards, it is this community that has paid relatively more sacrifices and lost the lives of loved ones than the rest of the country. And the families those martyred during the long

years of struggle have the feeling that they were neglected and they did not receive any compensation and even respect for their contribution during the struggle. Whereas, they have the feeling that it is those individuals that made little contribution during the struggle that are living a good life. And this feeling has negatively affected the success of getting more number of candidates for the EDF and also is a reason for the large number of withdrawals or dropouts of candidates even after registration. The other point which was raised during the discussion was regarding discouragement of a number of potential candidates after they registered. Families of potential candidates are not allowing their offspring to be candidate to the defense force. They press them through telephone as well as in person to drop their joining the army.

4.4 Results of Secondary Data

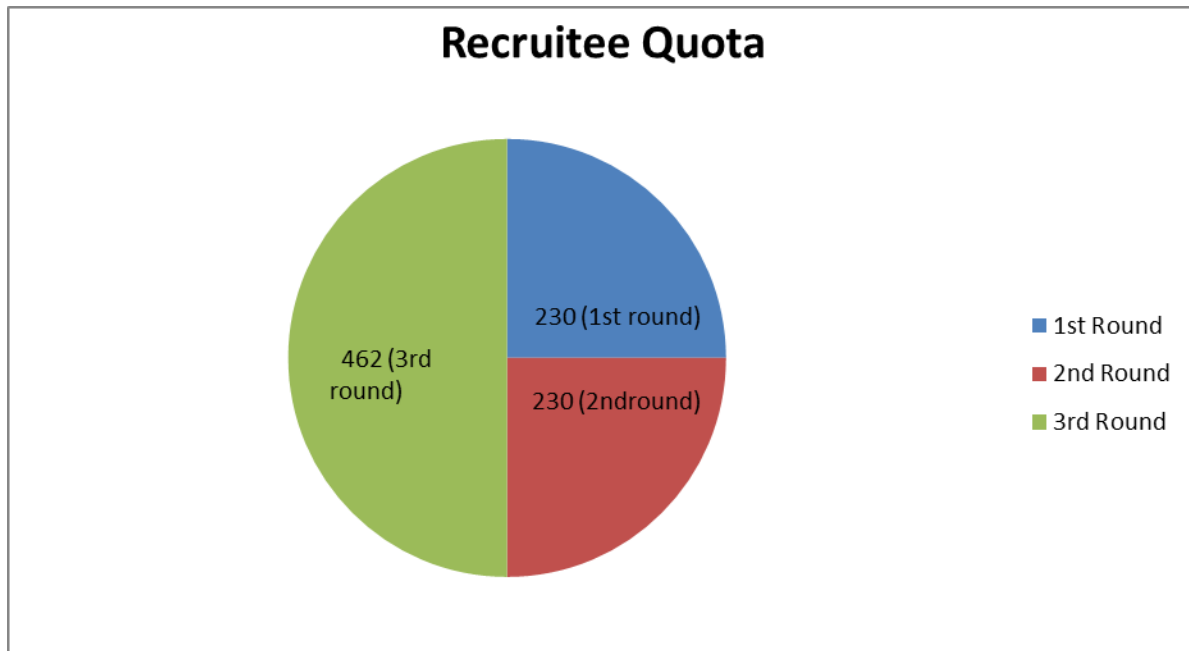


Figure 2: Recruit Quota

Source: Tigray Region National Temporary Force Lay Zone Office Mekelle (2004 E.C first, second and third round recruitment and Selection Report)

As the data obtained from Tigray Region Temporary Force Lay Zone Office revealed and displayed in the pie charts during the Ethiopian budget year of 2004 three cycles of recruitment and selection processes of National Defense candidate were performed. In the first cycle the zone was given a quota of 230 recruit and from this quota only 91 potential candidates of trainees were identified and joined the training program of the defense force. In the second cycle the zone was allotted a similar quota of 230 and from this quota 127 candidates of trainees were selected and enter to the training. In the third cycle the quota of the zone was increased to 462 and from this quota only 85 candidates were selected.

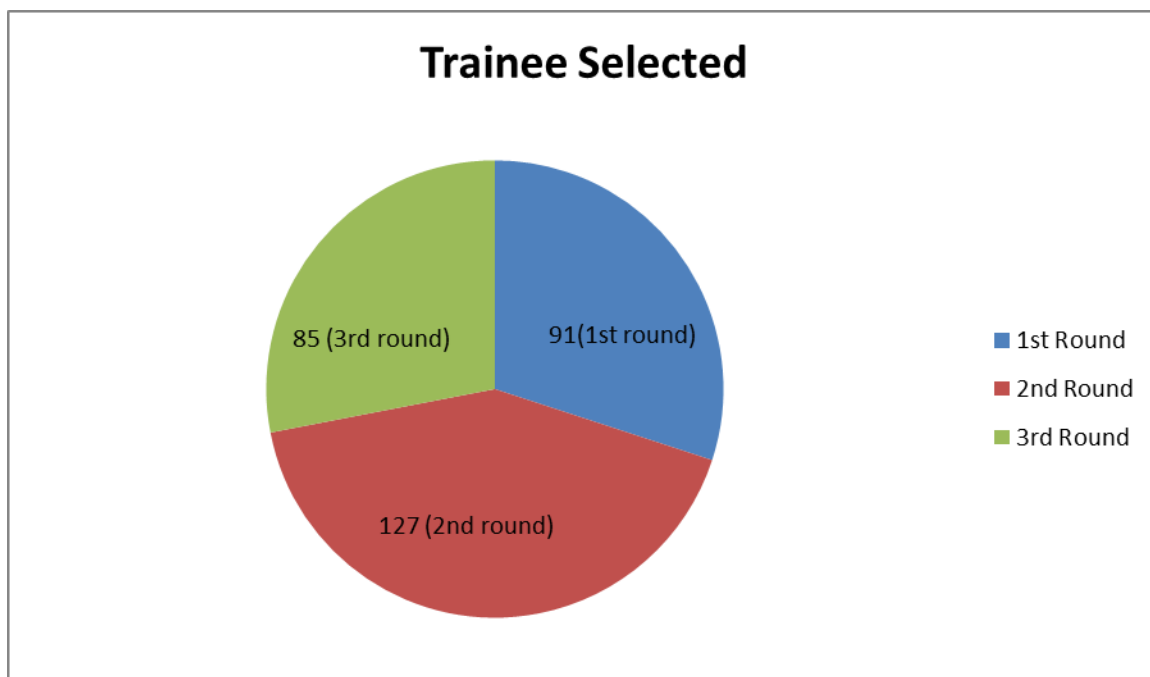


Figure 3: Trainee Selected

Source: Tigray Region National Temporary Force Lay Zone Office Mekelle (2004 E.C first, second and third round recruitment and Selection Report)

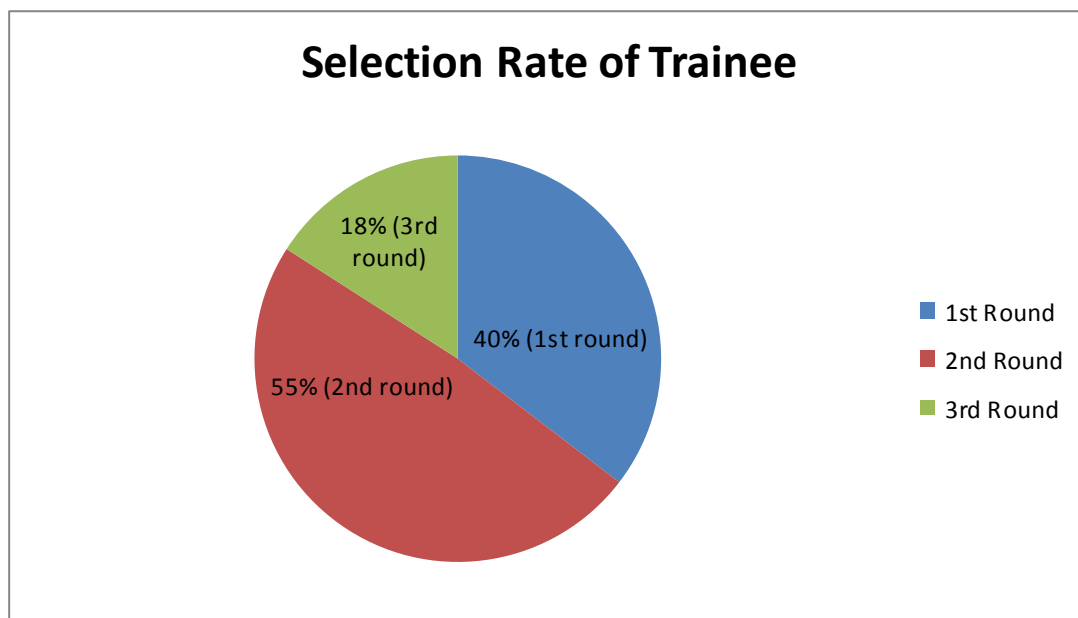


Figure 4: Selection Rate

Source: Tigray Region National Temporary Force Lay Zone Office Mekelle (2004 E.C first, second and third round recruitment and Selection Report).

As it can be understood from the sources of secondary data, the total number of quota in the three cycles was 922, but the total number of trainees joined the national defense force was only 303. This shows that the trainees joined the national defense force was 38%. Hence, this data illustrates that the recruitment and selection process is poor.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

This chapter comprises summaries and conclusions extracted from research findings along with the recommendations that the researcher has developed.

5.1 Conclusion

- The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top performing companies devote considerable resources and energy to create high quality selection systems.
- Recruitment and selection process are important practices for human resource management, and are crucial in effecting organizational success. The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted.
- There is significant level of trainee dropouts, ranging from medium to high level, as estimated by about 80% of the respondents the major reason being that the candidates are either discouraged or pressed to drop out from joining the EDF by their parents and close relatives. Thus, the role of parents and close relatives can have significant role and the issue of high drop outs can be addressed through addressing the root cause of the problem that is deterring parents and close relatives from encouraging the youth from joining the EDF and serving their country.

- In relation to this, the major reason why parents and largely the society are not in favor of supporting the idea of their youth joining the EDF and serving their country is largely a result of the disappointment of the society coming from the feeling that the government has neglected and failed to provide due respect to the families of those martyred during the long struggle against the Dergue and subsequent conflict with Eritrea. It is this community that has voluntarily contributed large number of youth for the cause of the struggle against enemies of the people and lost the lives of thousands of their loved ones. As a result, there is a general feeling among the public that no reward or compensation was given to families that have lost their loved ones for the cause of the struggle rather it is the ones that contributed little to struggle and paid the least that are having a better life than those families of the martyred. Besides, there is a fatigue of contributing to the EDF as they have the feeling that they have contributed more than any other society in the country.
- Even though the majority of the respondents indicated that all the candidate screening and selection criteria are adhered to during the process, a substantial percentage of the respondents have a differing view indicated that there is a problem in following the rules set in the screening and selection of candidates for the EDF. This calls for the Defense Committees at all levels to strictly follow the rules and employ the criteria set for the process so as to enable them select candidates that are fit to serve in the army. Besides, each member of the committee has to be clear about the criteria that have to be used in the screening and selection process.
- It seems that the committees' effort to fulfill quota set at each level of the regional administration is the major spoiler that is hindering the committees from delivering

candidates that are fit to serve in the EDF and reduce candidate dropouts and withdrawals. Thus, the issue of quota has to be aligned with achieving the assignment but with required quality.

- From the current study, it has been clear that the Manuals for candidate screening and selection and rules to be followed are not available to all committee members at all locations in an adequate numbers. This is the major reasons why the respondents who are members of the committee at different levels are having differing views on the screening and selection criteria, such the education level requirements, and associated issue. Thus, the manuals have to be in an adequate numbers so that each and every member of the committee can have adequate information on how to conduct the process.
- There seems to be unbalanced provision of training for the committee members where only 31% of the members getting training on the subject. But, what is important to note is that more than 69% of those members that received the training have got it for more than three times. This is a good indication that training is given to only a selected individuals whereas it should have been arranged in a manner in which all members are given the chance to get training as much as possible instead of involving a few in more than three trainings. The training opportunities should be distributed evenly among the members.
- There is the understanding that there is a failure to create a brand of the military profession that is sought by the youth. But this has to come with addressing the disappointments of the society and changing the attitude of the community; besides, there is lack of an incentive that is attractive enough to the youth that makes him/her proud of being a member of the EDF.
- Lack of accountability among the committee members in carrying out their duties and the dominance of individuals in making individual decisions and in dominating the

screening and selection process is an indication that team decision and working according to the book is largely absent in the process which is possibly negatively affecting the effectiveness of the screening and selection process.

- It is encouraging that recruitment is done on voluntary basis as indicated by the majority of the respondents. Nevertheless, the fact that the existence of forceful conscription into the EDF as mentioned by some of the respondents, though few, is not a healthy approach as it will negatively affect the moral and devotion of conscripts to serve in the army as well as the implication and the image it creates on the community will be bad.
- Those individuals who were former members of the defense force are obstacles to the success of recruitment process.
- The existence of well-organized community in both rural and urban areas as well as educated youth is a good opportunity for the effectiveness of the recruitment and selection process of the national defense force.

5.2 Recommendations

- For effective performance of the Candidate screening and selection committee, the Security Committees, adequate training should be given and each member has to be clear about the criteria set in the selection process,
- Budget should be properly managed and working manuals made available to each member and make sure that each and every member understands what is included in the working manual
- Work is required to address the disappointments and grievances of the society when it comes to contributing manpower to the EDF. Further study is required to identify the root

cause of the problem and suggest a remedy that will boost community participation and raise the respect and love the society has to the EDF.

- To increase voluntary conscription and minimize dropouts, it is important that better incentives are provided to EDF members so that serving in the EDF will be an attractive venture and envy among the youth.
- There has to be a monitoring and evaluation system that makes sure that things are done according to the book and decisions are taken by the team as deemed necessary.
- Endeavors that will result in attitudinal change to all stakeholders should be done.
- The recruitment process is expected to be done by public relation leaders, and those higher officials at each stage should participate in the process.
- It would be advisable for the recruitment process to be undertaken with accountability and the society should involve in the process.
- Respect and privilege should be provided to the families of the martyrs appropriately.
- Incentive scheme should be properly implemented
- The recruitment process has to be done through a team work.
- Awareness creation at all levels is expected to be done. These may include:
 - A lot should be done to change the image of the military defense. The military of defense is expected to use multidimensional Medias to announce the contribution it has been contributing in peace keeping in various African countries.
 - In addition to the internal and external peace keeping the organization contributes, it should bring attitudinal change through the various colleges and universities by graduating a lot of doctors and engineers so that a lot of developmental activities which are crucial for the development of the country can be done. The

developmental activities include producing machineries for the Grand Renaissance Dam and the Sugar Factories, City buses and trains and various vehicles and constructing various roads. Therefore, all the contributions should be announced through media so as to create positive image towards the military defense.

- A lot of activities should be done on the annual anniversary of military defense day on February 7 in order to create positive image towards the organization. These could include announcing the major contributions made on maintaining peace and security of the country and in the international affairs, technological products of the military defense and its determination in political, economic and social affairs.

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APPENDIX

Appendix I –Research question

Mekelle University College of Business and Economics Department of Management

Survey Questionnaire for Security Bodies

Prepared by: *Tsegay Teweldemedhin* : - Phone: +251-911184991

E-mail: *tsegaytewelde7@gmail.com*

Advisor: Bihone Kassa (Assistant Professor)

Co-advisor: Bethelhem Sisay

Dear respondents, this questionnaire are designed to assess the Effectiveness of the Screening and Selection Process in the Recruitment of Candidates Fit for National Defense Forces in Central Zone of Tigray Region. The research result is to fulfill the partial requirements for Master's Degree of Arts in Business Administration from Mekele University. The information gathered will be used fully and with due attention to academic purpose only. I therefore would like to guarantee you that the data collected will keep confidential and not be misused in any way. Furthermore, the information you provide will not be disclosed in names to any other party. Thus, your cooperation is highly needed to conduct this study. Thank you for giving your precious time and valuable opinion.

Instruction: Please select the letter of your choice for the closed ended questions and give appropriate response for the open ended questions on the space provided.

Section I: - Demographic Information:

i) Sex: A) Male ☐ B) Female ☐

ii) Age: A) 18-30 ☐ B) 31-40 ☐ C) 41-50 ☐ D) above 50 ☐

iii) Educational Status: A) certificate ☐ B) Diploma ☐ C) Degree ☐ D) MA ☐
E) Above MA ☐

iv) Work Experience A) under 3 years ☐ B) 3-4 ☐ C) 4-10 ☐ D) 11-15 ☐ E) above 15 ☐

v) Current job position-----

5. If your answer for question number 4 is E, please clarify each criteria.

6. Do you think that the set of criteria being used for screening and selection of candidates are adequate enough to enable successful conducting of the process in each cycle?

1. Yes 2. No

6.1 If the answer for question (6) no what are the gaps that you think should be filled for successful conductance of screening candidates in required numbers?

6.2 From among the criteria currently in use, are there any criteria or rules and regulations that have become bottlenecks for the successful operation of the selection process?

7. Are the set of criteria always and in whole used for evaluating a candidate?

1. Yes 2. No

7.1 If the answer for the above question is no, which of the criteria are given little attention or ignored?

1. _____
2. _____
3. _____

7.2 If the answer for the above question is again no, what do you think are the reasons?

- a. To fulfill the quota in terms of number of candidates to be raised from each kebele or wereda
- b. Interference from parents or persons in higher offices
- c. Because of simple negligence from the screening and selection committee members
- d. other reasons -----

e. would you please explain if the answer given to the above question is other? please explain)_____

8. Is there any target quota is given to each woreda to fulfill it?

1. Yes _____ 2. No _____

8.1 .If the answer for Question (8) is yes Indicate the major five problems that are caused due to the quota pressure

8.1.1 _____

8.1.2 _____

8.1.3 _____

8.1.4 _____

8.1.5 _____

9. Did you think that the selection & recruitment of defense force done on voluntary bases?

1. Yes _____ 2. No _____

9.1. If the answer for question (9) is yes mention some of the points you observed

9.2 If the answer for question (9) is no, mention some of the points you observed

10. Did the selection & screening committee have transparency among each Other?

1. Yes _____ 2. No _____

11. How did you evaluate the process of selection and screening committee in implementing in terms of fairness?

12. Are there any bad feelings from parents of candidate recruits towards the selection and screening committee members for their involvement in the selection and recruitment of new candidates at village or wereda level?

1. Yes 2. No

13. If the answer for question (12) is yes, indicate five important reasons.

1. _____

2. _____

3. _____

4. _____

5. _____

14. Are parents willing to allow their children to serve in the EDF and encourage their children to join EDF?

1. Yes 2. No

14.1 If the answer for the above question is yes, why?

14.2 If the answer for the above question is no, why?

15. Is there any activities done on building the brand image of national defense so as to attract candidates for the national defense?

A Yes

B No

16. If your answer for question number 15 is yes, what types of mechanisms are deploying

A. Conduct awareness creation to the community

B. Participating the soldiers members in supporting public works

C. having good approach with the community

D. Display the role of national defense in the development & peace keeping

E. Informing how interesting being member of the national defense is

F. If others specify _____

17. How do Candidates get information about the job vacancy for the national defense?

- A. Mass media
- B. Announcement papers and posters
- C. Conducting recruitment campaign
- D. All

18. The minimum educational status required from the candidates is

- A. Grade 8 completed
- B. Grade 10 completed
- C. Grade 12 completed
- D. University completed

19. Preparations made to recruit candidates for the national defense from the community

19.1. Who prepares the plan?

19.2. From which governmental offices is the committee organized?

19.3. Specify the position of each members committee participate in the selection and screening candidates for defense force?

20. What are the perception of the community towards the recruited the national defense ground forces?

21. Do you have the manual for selection & screening process for recruitment of defense force?

1. Yes 2. No

22 Have you taken training on selection and screening of defense force?

1. Yes 2. No

22.1. If yes, how many times?

1. Once 2. Two times 3. Three times 4. More than 3 times

22.2. If yes, how do you evaluate the training?

1. Very good 2. Good 3. Not satisfactory

23. Which government administration is allocating the budget for implementing the recruitment processes?

1. Regional Administrative Government
2. Zonal Administrative
3. Woreda Administrative
4. Defense Administrative
5. Defense & Woreda Administrative

24 Do you provide enough budget and logistics to implement the selection and screenings activities?

1. Yes 2. No

25. If the answer for question (24) is No, what major problems encountered due to the shortage of budget?

1. _____
2. _____
3. _____
4. _____
5. _____

26. What is the role of the community and participation in the budget preparation and controlling?

27. How do the community participating in preparation of the plan for selection and recruiting the defense force?

27.1. How do the communities know and convinced on the recruitment criteria for defense force?

27.2. Indicate some of activities done by the communities in supporting and facilitating the selection and recruitment process.

28. Performance of activities during implementation stage.

28.1. How is the venue for the conducting the screening and selection of candidates organized?

28.2 How many members of the committee are assigned in one recruitment kebele?

28.3 How are the credentials of the candidate checked?

28.4 How is the recruitment criteria applied while checking the candidate?

28.5 Which of the criteria do you think implemented and which are not implemented?

Section III: - Factors that hinders the recruitment and selection of candidates fit for service in the national defense forces

29. How do performance evaluation process conducted at different administrative levels?

29.1 At Zonal level _____

29.2 Woredalevel

29.3 Tabia level _____

30. The number of candidates that were dropped those dropped before the initial training stage

30.1 At Tabia _____

30.2 Woreda, _____

30.3 Zone _____

31. Reasons for dropping out

32. Would you please mention some of the criteria should be removed from the given criteria & that should be included as new criteria?

33. How many candidates were recruited from the three cycles?

In Zone: -----

In wereda: -----

34. What were the strengths in the three cycles?

35. What were the weaknesses in the three cycles?

Section IV: - Possible remedies for the factors that hinders the recruitment and selection of effective national defense

36. What do you suggest to enhance and equipped by youth the field of national defense?

Thank you in advance.